

~~CONFIDENTIAL~~

Chief, Support Staff, WE Division

19 MAR 1958

Chief, O&M Staff, DD/P Area

Study of WE Support Staff

1. PROBLEM:

Study WE/SS organization, staffing, and functions and recommend necessary changes in organization and staffing requirements.

2. ASSUMPTIONS:

Changes proposed may affect existing policies and procedures of the Division but not of the Agency.

3. FACTS BEARING ON THE PROBLEM:

- a. The 1958 WE Table of Organization submittal provided for a reduction of four positions in the Headquarters Support Staff. [REDACTED] positions) 25X9 25X9
- b. Present personnel assignments conform with the new T/O with the exception that the Deputy Chief/SS position is not filled. [REDACTED] positions filled) 25X9
- c. A comparison of the average "on duty" strength for four quarters of 1957 with present assignments reflects a net loss of 3.2 persons. Loss in the Office of the Chief (Registry) accounts for 2.3 of this number and the remaining .9 persons is split between the three sections.
- d. A prorating of all DD/P Headquarters Support Staff "on duty" personnel based on total ceiling at Headquarters and in the field would provide a WE Support Staff T/O of [REDACTED] positions. (From - Dec. 20, 1957 machine listed T/O and from ceiling figures established by the SSA-DD/S to be effective 14 Oct. 1957. This comparison included only the Support Staff positions and ceiling of the seven Area Divisions.) 25X9

The staff is organized functionally with tasks as shown in Tab A. However, the following tasks are not performed by the sections having functional responsibility:

- (1) Preparation of PCS travel orders (Personnel & Training)
- (2) Counseling on Allowances (Personnel & Training)
- (3) Headquarters Logistics activities (Office of C/SS)

~~CONFIDENTIAL~~

- (5) Insurance, medical, and Credit Union affairs for field personnel. (Office of C/SS)
  - f. A Management Staff Study, dated 12 Oct. 1955, recommended that Headquarters Logistics tasks be performed by the Logistics Sections of the Divisions' Support Staffs instead of by special assignment in the Office of the Chief/SS. WE was the only Area Division not conforming with this recommendation.
  - g. No appreciable amount of overtime is being expended by the WE/SS and only in the Budget and Finance Section is there a significant backlog of work. (Tab B)
  - h. Recommendations for 20 simplifications or improvements in procedures were discussed with the Section Chiefs and have been submitted to the Chief/SS for consideration. (Tab C)
4. DISCUSSION:
- a. The reduction in the Support Staff T/O most seriously affected the Registry which was reduced from an average of 5.3 "on duty" in 1957 to three positions now on the T/O and filled. However, this loss was absorbed without loss of effectiveness or overworking present personnel. It was made possible by the simplified but effective logging and controlling procedures now in effect, and by the change in the RI procedures which provided for direct delivery of mail and dispatches to the Branches. The B and F Section is now over the average 1957 strength and the fractional loss in Personnel and Training, and Logistics is not significant. (Tabs D and E)
  - b. The Personnel and Training Section has eight positions but based on Area Division averages for Personnel Actions processed and ceiling positions serviced, a T/O of seven would be adequate. A true functional alignment would result in the transfer of responsibility for advising on allowances and for typing travel orders to the Budget and Finance Section. Under such a realignment, new responsibilities would be added from the Office of the Chief, as listed in Tab A-1, items 21 - 26.
  - c. In the Office of the Chief/SS, an Administrative Officer, GS-11, assisted by an Administrative Assistant, GS-7, is charged with more responsibilities than can reasonably be expected to be performed without some loss of effectiveness. (See Tab A-1) It is to this Administrative Officer's credit that only one area of responsibility was observed in which the Division could benefit significantly if more time were available, i.e., Records Management. (Tab F)
  - d. The assignment of responsibility for Headquarters Logistics activities was placed with the Office of the Chief/SS, following a 1953 Management Staff study. No evidence of unsatisfactory service resulting from this arrangement was observed, but:

- (1) The Administrative Officer should be relieved of some duties, as stated above in Paragraph c.
  - (2) A DD/P-wide study in 1955 recommended Headquarters Logistics responsibility be assigned to Logistics Sections of all staffs and divisions.
  - (3) The tasks could be absorbed by the present staff or the Logistics Section. (Tab E)
- e. A Fiscal Accounting Clerk, GS-5 position in the Budget and Finance Section was recently filled. The incumbent could absorb some additional duties, but she cannot directly reduce the backlog problem which requires the attention of an officer. This problem can be relieved by the addition of another officer or by changing over to less strict accounting requirements, as provided [REDACTED] Paragraph 9. (Tab B)

25X1A

5. CONCLUSIONS:

- a. The reduction of the WE Support Staff T/O from [REDACTED] positions did not adversely affect staffing requirements based on the factors observed and on a comparison with workload factors for all divisions. (Tab G)
- b. Within the framework of the present WE/Support Staff organization, a redistribution of certain functions and positions would result in a more equitable distribution of work and improved effectiveness and efficiency of the staff.
- c. Consideration and continuing study should be given to the possibility of further reductions in the staff.

25X9

6. RECOMMENDATIONS:

- a. Transfer from the Personnel and Training Section to the Budget and Finance Section one position and two responsibilities;
  - (1) Advising on allowance problems, and
  - (2) Typing PCS travel orders (Tab D)
- b. Transfer from the Office of the Chief, responsibility for Logistics, Personnel, and Budget and Finance activities, as outlined in Tab A-1.
- c. With the time made available by the adoption of recommendation 6. b. provide for the Administrative Officer, GS-11 to conduct a more complete Records Management Program. (Tab F)
- d. Convert the slot transferred from the Personnel and Training Section to the Budget and Finance Section to a Budget and Finance Officer. (Tab B)

- e. Make a comprehensive study to determine the effect on number of personnel and adequacy and timeliness of accounting information that would be afforded by a change to the alternative procedure for maintaining accounts, as provided in [REDACTED] (Tab B) 25X1A
- f. Use the Administrative Assistant in the Office of the Chief to:
- (1) Assist training personnel who will take over functions transferred from the Office of the Chief.
  - (2) Do such work as necessary to prevent backlogs and delays during the conversion period.
  - (3) Assist with Records Management duties until a current status is attained and then consider elimination of the position.

[REDACTED] 25X1A9a

**Attachments:**

- Tab A - Task List for all SS/Activities
- Tab B - B & F Staffing and Functions
- Tab C - Proposed Procedural Improvements
- Tab D - Pers. & Tr. Staffing and Functions
- Tab E - Logistics Staffing and Functions
- Tab F - WE - Records Management
- Tab G - WE Staffing, as Measured by Average Production and Workload Statistics

**Note:** As this study was done at your request and on the consulting basis, we will not make known the results outside the Division. Responsibility for any further dissemination and for approving and taking any action on the recommendations will be left up to you. The Management Staff will, of course, be glad to provide any necessary assistance in implementing the recommendations.